

# Chapter 5

## Staffing the Lodging Operation

# Agenda

- Supervisor's role
- Teamwork
- In-class Exercises/book exercise
- Diversity
- Human Resources: HR Practices
- Videos

# Supervisors and Entry level Staff working together

## Definition of:

- Team
- Line-level employees
- Participative supervision

?

# Supervisors and Entry level Staff working together

**Team:** A group of individuals who work together and set the goals of the group above their own

**Line-level employees:** Staff members working in positions that require little previous experience and who do not direct the work of other staff members. Sometimes called “hourly” employees or “entry level” employees

**Participative supervision:** A leadership style that emphasizes seeking out and considering group input before making decisions that affect the group.

# The Role of Supervisors

In order to understand the relationship between Supervisors and line employees, let's look at the role of a Supervisor.

# The Role of Supervisors

Supervisors have responsibilities towards whom?

# The Role of Supervisors

## Supervisor's line of responsibilities

- Direct boss (normally a Manager)
- Other Supervisors
- Line-level employees

# The Role of Supervisors

1. Leadership
2. Communication
3. Motivation
4. Responsible



# The Role of Supervisors

## 1- Leadership

?

# The Role of Supervisors

## 1- Leadership

Accomplishing goals by working with others while, at the same time:

- Gaining their respect
- Obtaining their loyalty
- Maximizing their outcome
- Creating enthusiastic cooperation

# The Role of Supervisors

## 2- Communication

For an effective communication:

- Appropriate timing
- Avoid background disturbance
- Personal considerations
- Personal differences

# The Role of Supervisors

## 3- Motivation

Do you work?

How do you get motivated in your workplace?

# The Role of Supervisors

## 3-Motivation

**Motivation:** A personal, internal force, that drives people to do something to reach a goal.

# The Role of Supervisors

## 4- Responsibilities

Supervisor have responsibilities towards their bosses, peers and staff.

- Ongoing report of operations
- Team work, sharing information
- Counseling, developing
- Responsible for own/team goals

# The Role of Line-Level Employees

In order to achieve a common goal, both Supervisors and Employees have specific responsibilities towards each other.

# The Role of Line-Level Employees

As a Supervisor, what reasonable expectations would you have from your team?



# The Role of Line-Level Employees

As a Supervisor, what reasonable expectations would you have from your team?

- Compliance with the hotel's policies and regulations
- Provide quality products and services to guests
- Suggestions about better ways to do assigned work
- Meeting work obligations, have a serious attitude about the job to be done
- Cooperate with change when needed
- Work to the best of their abilities

# The Role of Line-Level Employees

As an Employee, what expectations would you have from your Supervisor?

# The Role of Line-Level Employees

As an Employee, what expectations would you have from your Supervisor?

- Fair compensation for the jobs they perform
- Safe working conditions
- The training needed to perform their current job well
- Additional training for advancement if that is possible
- Help to ensure that all employees work well together
- Effective role-modeling; the supervisor sets a good example of professional behavior
- Recognition for a job well done

<https://www.youtube.com/watch?v=f60dheI4ARg>

Steve Jobs people management

# The Role of Supervisors

Leadership Styles, four main types

1. Autocratic
2. Bureaucratic
3. Democratic
4. Laissez-fair

# The Role of Supervisors

## Leadership Styles

1. Autocratic
2. Bureaucratic
3. Democratic
4. Laissez-fair

### **In-class Team exercise**

Research and present to class

One Leadership Style per team

10 minutes to prepare – 2 minute per team to present

# The Role of Supervisors

## Leadership Styles (4 main types)

- Autocratic
  - Manages the direction of all goals and work with no input from the team
  - Use their power to make decisions
  - Style used when a great deal of scrutiny is necessary in order to achieve a goal
  
- Bureaucratic
  - Knows the rules of the institution and the team works within these rules
  - Style can be effective when there is little margin for error

# The Role of Supervisors

## Leadership Styles (4 main types)

- Democratic
  - Very open and collegial style of running a team
  - Ideas move freely amongst the group and are discussed openly
  - Discussions are free-flowing
  
- Laissez-faire
  - Doesn't see the need to provide feedback, continuous input, or scrutiny to their team



# Choosing and Keeping the Right Staff Members

## Human Resources Department (HR)

The functional area in a hotel with the responsibility to assist managers in other departments with human resources concerns including

1. Recruitment
2. Selection
3. Orientation
4. Training
5. Employee Discipline
6. Compensation/Legal

# Choosing and Keeping the Right Staff Members

## 1- Recruitment

Activities designed to attract qualified applicants for the hotel's vacant management and non-management positions.

**Internal recruiting:** Tactics to identify and attract job applicants who are currently employed by the hotel (staff members) for vacant positions at the property

**External recruiting:** Tactics designed to attract job applicants who are not current hotel employees, for vacant positions at a property

# Choosing and Keeping the Right Staff Members

## 2- Selection

### **Selection:**

The process of evaluating job applicants to determine who is most qualified and who will most likely be successful in filling up a vacant position.

# Choosing and Keeping the Right Staff Members

## 3- Orientation

The process of providing basic information about the hotel which must be known by all of its employees.

Orientation goals may include:

- Reducing anxiety
- Improving morale and reducing turnover
- Developing realistic expectations

# Choosing and Keeping the Right Staff Members

## 4- Training

The acquisition of knowledge, skills and competencies as a result of the teaching of theoretical and practical skills that relate to a specific topic.

# Choosing and Keeping the Right Staff Members

## 4- Training

Experienced hoteliers know that training can make a positive influence on a number of important areas in a lodging property. These include:

- Productivity
- Quality
- Guests' perceptions about the hotel
- Attainment of financial goals
- Employee job satisfaction
- Reduction in turnover
- Improved teamwork

# Choosing and Keeping the Right Staff Members

## 5- Compensation & Legal

- Compensation must be fair in accordance with federal and provincial laws
- HRDs are responsible to ensure that the legal frame of the HR operation is understood and practiced by all Managers in the hotel (GM, Directors, Managers, Supervisors)

# Creating the right Working Environment

## 6- Employee Discipline

**Discipline:** Corrective actions designed to encourage employees to follow established policies, rules, and regulations.



# Recruiting – Selecting Employees

Hyatt McCormick Place – Selecting Employees

<https://www.youtube.com/watch?v=DtMK52vO0II>

# DIVERSITY IN STAFFING

Diversity

# DIVERSITY IN STAFFING

## Diversity

- It's a concept that includes acceptance and respect.
- It means understanding that each individual is unique, and recognizing our individual differences.

# DIVERSITY IN STAFFING

Pros of a diverse workforce?

# DIVERSITY IN STAFFING

Pros of a diverse workforce:

- The organization's culture is more open to change
- A larger base of potential employees
- Better relationships with guests
- More opportunities for increased business
- Improved reputation and image within the community

# DIVERSITY IN STAFFING

Cons of a diverse workforce:

?

# DIVERSITY IN STAFFING

Cons of a diverse workforce:

**NONE**

<http://www.youtube.com/watch?v=SiNEIKx64f0>

Ship signals

<https://www.youtube.com/watch?v=Yf3Sh-zwAQ>

Vision

[https://www.youtube.com/watch?v=yspvrcjA\\_HA](https://www.youtube.com/watch?v=yspvrcjA_HA)

Horrible bosses on employees and Supervisors





# Staffing the Lodging Operation

Read Ch. 5, Page 118

Answer questions 1, 3 and 10 individually